

The English Ceiling

Most Indian wellness benefits speak one language; most Indian employees don't.
A framework for mother-tongue emotional fitness across 23 languages — and
why translation is not localisation.

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01

Executive summary

In the 2011 Census — the last completed language enumeration — only 10.6 per cent of Indians reported English as a first, second or third language. Call that line **The English Ceiling**: the level in an organisation below which English-only wellbeing support stops being used.

Most Indian wellness benefits speak one language. Most Indian employees do not. On a Nagpur night shift, a supervisor sees an operator go quiet and asks, in Hindi, “Mann bhaari hai kya?” Nobody there asks, “Are you stressed?” Mental health support in Hindi starts there. It is not a courtesy. A vernacular mental health app that only swaps menu labels still coaches in someone else’s idiom. Multilingual employee wellbeing India fails when the programme is English at the top of the chart and silent below it. Employee wellbeing regional languages is a design choice, not a content project.

Feelings are labelled more automatically, and felt more strongly, in the first language. Culturally adapted programmes beat unadapted versions of the same programme. Translation of an interface is not localisation of a coaching conversation.

EmotionApp delivers countable daily reps in 23 languages, with a bilingual coach, WhatsApp voice notes, and a dashboard that holds no clinical data. EmotionApp does not diagnose, treat or offer therapy. This paper gives plant, BPO and field CHROs a five-level localisation ladder, a 90-day plan, and a checklist that can be run this week.

02

The problem in India

A plant CHRO once told me the employee-assistance poster in the canteen was beautiful. Laminated. English. Eleven months, no calls. That is not a mystery of stigma. That is a language line.

On a Hyderabad building site, the drawings are in English; the crew on the scaffolding speaks Telugu and Odia. A good site engineer does not pin the drawings up and leave. He walks the floor and says each change in the crew’s words. Wellbeing programmes pin up the English version, skip the walk, and wonder why the shop floor will not climb.

The last official count

The Census of India 2011 — language tables released as Paper 1 of 2018 — recorded English as the mother tongue of 259,678 people, or 0.02 per cent of the population. Adding those who named English as a second or third language still left only 128.5 million speakers, 10.6 per cent of 1.21 billion people.

That figure is fifteen years old. It is also the last completed official language enumeration. Treat it as a floor, not a ceiling on aspiration. English has spread in higher education and in urban salaried work. It has not become the language in which most Indians name fear, shame, pride or exhaustion at 11 p.m.

Hindi, by the same census, was the first language of 528 million people and a language of some kind for 692 million — 57 per cent of the country. Bengali, Marathi, Telugu, Tamil, Gujarati, Urdu, Kannada, Odia, Malayalam and Punjabi each cover tens of millions as a first language. The Eighth Schedule lists 22 scheduled languages. EmotionApp’s brew is those 22 plus English: 23.

Who actually works

The Periodic Labour Force Survey does not publish an English-skill table. What the government does publish is education, and education is the nearest official proxy for who lives comfortably in workplace English.

The Economic Survey 2024-25, analysing PLFS 2023-24 unit-level data, reports that 90.2 per cent of the Indian workforce has secondary education or less. The split is blunt: 52.4 per cent at about ten years of schooling or informal learning; 37.8 per cent at higher secondary; 7.6 per cent graduate; 2.2 per cent postgraduate or above.

Separately, the PLFS calendar-year 2025 press note found that 67.8 per cent of *persons* aged 15 and above had at least secondary education, with an average of 10.0 years of formal schooling. That is a population figure, not a workforce figure. Plant, BPO night-shift and field crews sit below the graduate band. They are the people English-only benefits miss.

An entrepreneur learns this on day one: you do not sell in the language of the board pack if the buyer lives on the shop floor. A wellbeing programme that assumes graduate English is a product pitched at 10 per cent of the country and hoped at the rest.

Multilingual employee wellbeing India is not a translated menu

Coverage is improving. It is not even. A vernacular mental health app that only changes the skin of an English programme still sits under the English Ceiling. Employee wellbeing regional languages starts when the coaching turn itself — the prompt, the emotion word, the proverb, the voice reply — is built in that language.

How platforms cover language today

Coverage is improving. It is not even.

Platform	Public language claim	What the claim usually means	Source
Amaha	15+ Indian languages	Expert fluency for sessions	amahahealth.com
YourDOST	Over 20 Indian languages / 20+ vernacular	Counsellor availability	yourdost.com
EmotionApp	23 languages in the brew; English and Hindi live	Interface, coaching copy, emotion words, voice	emotionapp.in

Amaha’s homepage states fluency across 15+ Indian languages. YourDOST states support in over 20 Indian languages. EmotionApp states twenty-three in the brew. Counts are not the whole story. A session offered in Tamil is not the same as a daily practice written in Tamil, with Tamil emotion words and a Tamil proverb that a line worker already knows. Section 5 draws that ladder.

Comparison the CHRO can use

Fact	Number	Year	What it means for benefits
Indians who reported English as L1, L2 or L3	10.6% (128.5 million)	Census 2011	English-only programmes start by excluding most of the country
Indians who named English as mother tongue	0.02% (259,678)	Census 2011	Almost nobody <i>feels</i> in English first
Workforce at secondary education or less	90.2%	Eco Survey 2024-25 / PLFS 2023-24	Plant and field crews are not the graduate English cohort
Persons 15+ with at least secondary education	67.8%	PLFS 2025	Education is rising; English-as-feeling-language is not automatic
Scheduled languages + English	22 + 1 = 23	Constitution / EmotionApp	Mother-tongue coverage has a known list

The English Ceiling is visible in that table. Benefits written for the 7.6 per cent who are graduates will look busy in the head-office dashboard and empty on the shift roster.

03

Why current approaches fail

Translation is not localisation. That sentence is the whole problem, dressed as a slogan.

Machine translation will turn “I feel anxious” into a grammatical Hindi sentence. It will not give you *ghabrahat*. It will not give you *mann bhaari hona*. It will not give you the particular weight of a daughter-in-law who cannot name anger in front of her mother-in-law and so names a stomachache instead. An AI model trained only on English tokens will generate a clean sentence about anxiety. It will miss the training data that actually lives in the canteen.

Interfaces translated, coaching not

Most platforms localise the wrapper. The menu becomes हिन्दी. The button becomes “रुख करें”. The coaching script stays an English worksheet in Indian clothes. A packer in Surat taps the button and is asked to rate how “overwhelmed” she feels. The word is not hers. She closes the app. Naming the thought, naming the feeling, noticing the words and holding them lightly: none of those skills work if the only words on offer are the ones you use in a client email.

A bilingual professional can complete an English questionnaire at noon and still need Hindi at midnight. Workplace English is a tool. Mother-tongue emotion is a home. Programmes that ignore the second fact get high registration from managers and silence from operators.

Idioms and proverbs lost

Every language in India already coaches. “Mann ke haare haar hai, mann ke jeete jeet.” “Kaal kare so aaj kar.” A Telugu shift lead misses the week’s production target and replays it all the way home. He does not need a new metaphor for letting go. He needs the one his grandmother used, in Telugu, applied to that missed target.

When a programme strips the proverb and inserts a translated worksheet, it throws away the only coaching asset the culture already paid for. That is not cultural sensitivity. That is leaving money on the table.

Voice ignored

Field crews and plant workers do not live in keyboards. They live in voice notes. WhatsApp is the operating system of Indian work below the English Ceiling. A benefit that demands an English app login, a Latin keyboard, and a 40-minute video session at 7 p.m. has already chosen its user. She is in HR. He is not on the packing line.

The research underneath the joke

This is not a preference survey. Pavlenko’s 2012 review of affective processing in bilingual speakers found a first-language advantage: more automatic affective processing and higher electrodermal reactivity to emotion-laden words in L1. The later-learned language is often processed semantically but not affectively — especially in late bilinguals, which describes most Indians who acquired English at school.

Dewaele’s work with more than a thousand multilinguals found that swear-words and taboo words carry the greatest emotional force in the first language. Harris, Gleason and Ayçiçeği reviewed skin-conductance evidence that L1 is more arousing, particularly for childhood reprimands — the sentences that taught you what shame sounded like.

A smaller 2021 laboratory study by Vives and colleagues pressed the mechanism. When unbalanced bilinguals labelled an emotion on a face in their native language, amygdala activation fell. When they labelled the same face in a foreign language, it did not. Naming the feeling is a regulation skill. Naming it in the wrong language does not do the same work.

Hall and colleagues (2016) meta-analysed 78 studies of culturally adapted psychological programmes, covering 13,998 participants, 95 per cent of them non-European American. Adapted programmes beat other comparison conditions (Hedges’ $g = 0.67$). More to the point for a buyer: adapted versions beat *unadapted versions of the same programme* ($g = 0.52$). That is the localisation premium, measured head-to-head.

Hendriks and colleagues (2018) reviewed 28 randomised trials of positive-psychology programmes from non-Western countries. Effects on subjective well-being were moderate ($g = 0.48$); effects on psychological well-being were

moderate ($g = 0.40$). The authors noted that programmes may work better outside the West “due to a better cultural fit.” Fit is not a poster. Fit is language, idiom, and the situation the person actually lives.

Every packing line has one senior operator people go to when the week goes wrong. She does not hand over a leaflet. She stops, listens, and answers in the language they came to her in. Indian wellbeing programmes keep walking past the packing line with an English pamphlet and calling it care.

04

The emotional-fitness model applied

PULL QUOTE

English was the mother tongue of 259,678 people in 2011 — 0.02 per cent of the country.

Emotional fitness is a practice, not an appointment. You do not get fit by booking a session you will cancel. You get fit by doing countable reps.

EmotionApp delivers positive-psychology techniques as daily reps: ninety seconds, one tool, one tick. The public technique list has 21 practices. “Name It to Frame It” asks the person to name a good feeling with one gem family and one word, then counts emotions named and a granularity score. Finer emotional vocabulary travels with steadier self-regulation. That is the gemstone taxonomy in public language.

Twenty-three languages

Two mother tongues are live today: English and Hindi. Twenty-three are in the brew — the 22 scheduled languages plus English. Mental health support in Hindi is the first localisation a north-Indian plant needs. It is not the last. A Pune line and a Coimbatore BPO and a Kolkata field team do not share a feelings-wheel.

A multilingual employee wellbeing India programme that stops at Hindi has only moved the English Ceiling one language to the left.

A bilingual coach persona

The coach is not an English brain with a translation plug-in. The persona holds both the mother tongue and workplace English, because Indian professionals already live in both. They take instructions in English. They quarrel in the language of the house. A coach that can only do one of those jobs will lose the moment that matters.

When the person needs more than a rep, the same platform hands off to a human coach, then to a specialised professional. The boundary stays clear. This is coaching and practice. It is not a clinic.

Emotion words per language — the gemstone taxonomy localised

English emotion wheels are a tourist map. They are not the terrain.

Each language in the brew carries its own gem families: clusters of feeling-words that a native speaker actually uses. Hindi does not need a translation of “anxious”. It needs *ghabrahat*, *bechaini*, *dar*, and the quieter *udaasi* that a questionnaire would file under “sad” and miss. Tamil, Bengali, Marathi and the rest have their own stones. The work is not to find a one-to-one. The work is to let the person pick the stone that already sits in the mouth.

A vernacular mental health app earns the word “vernacular” here, or not at all.

WhatsApp voice notes

The channel is the one the workforce already opens a hundred times a day. Voice notes remove the keyboard. They keep the grain of the first language — the pause, the catch, the proverb that arrives mid-sentence. A plant worker who will never type “I felt overlooked in the briefing” will still say, in three seconds of voice, what the briefing did.

Folk proverbs as coaching — the Kahani Mirror

Kahani means story. The Kahani Mirror holds a proverb or a short tale up to the week the person just had. Not as decoration. As the coaching move.

“Jo garam hai, thanda ho jaane do.” A supervisor reads a sharp message from the plant head and lets it cool before he replies. That is the pause before the reply, with a grandmother’s face on it. “Boond boond se sagar” is the streak logic of daily reps. Noticing a thought as just a thought has lived for centuries in lines that say the mind is a monkey, not a master. The programme does not invent wisdom. It aims the wisdom that is already in the language at the shift that just ended.

Entrepreneurship has a version of this. You do not teach a shopkeeper “unit economics” on slide 14 if he already runs credit in his head in the words he uses with the wholesaler. You use his words. Then you add the scoreboard.

05

The localisation ladder

Buyers are sold “multilingual” as a binary. It is a ladder. Employee wellbeing regional languages can sit on any of five rungs. Only the top two change behaviour below the English Ceiling.

Five levels

Level 1 — Translated interface. Menus, buttons and error messages in the local language. The coaching script stays English. This is a setting, not a programme.

Level 2 — Translated content. Articles and videos dubbed or subtitled. Examples still assume a metro knowledge-worker life. A field technician watches a video about “inbox zero” and concludes the benefit is not for him.

Level 3 — Local examples, imported script. The case study is a plant, a roster, a joint family. The emotion words and the coaching moves are still English psychology in Indian dress.

Level 4 — Native emotion words and idioms. The gemstone taxonomy lives in that language. Local proverbs do coaching work. Voice is first-class. The person can complete a rep without crossing into English.

Level 5 — Native coaching. A bilingual coach persona that answers in the mother tongue, holds workplace English when the person reaches for it, and hands off to a human who can do the same. This is localisation. Everything below it is translation with better lighting.

Self-assessment for buyers

Score your current vendor this week. Be unkind. Kindness is how English-only programmes survive procurement.

Question	Level 1	Level 3	Level 5
Can a shop-floor operator complete a daily rep without English?	No	Sometimes, if the clip is dubbed	Yes, in voice or text
Are emotion words native, or translated from an English wheel?	Translated	Mixed	Native gem families
Do proverbs and local stories do any coaching work?	No	Decorative	Yes — Kahani Mirror or equivalent
Is WhatsApp or voice a first-class channel?	App-only	App plus a helpline number	Voice notes in the mother tongue
If the person wants a coach, can that coach answer in L1 and in workplace English?	English queue	Language match is luck	Designed bilingual persona + human hand-off
What does the employer dashboard show?	Logins	Sessions booked	Reps, streaks, vocabulary breadth, participation — no clinical data

If your answers cluster on the left, you have bought a translated interface. You have not bought multilingual employee wellbeing India.

Hall's $g = 0.52$ is the cost of stopping at Level 2. You ran the unadapted programme in a new jacket and called it local.

06

Measurement

What gets counted gets practised. What gets sent to HR in a named file does not get trusted.

A dashboard for emotional fitness holds no clinical data. That is not a limitation. That is the product.

What the employer sees

- **Rep counts.** How many ninety-second practices the site or the shift completed this week.
- **Streaks.** How many people did a rep three days running, seven, twenty-one. Streaks are the gym card, not the medical file.
- **Emotional-vocabulary breadth.** How many distinct feeling-words, in which languages, the cohort can name. A plant that only ever ticks “stress” in English is not building skill. A plant that can name *ghabrahat*, *khisiyani*, *uthah*, *santosham* is.
- **Participation.** Who started, who returned, who dropped, by site, shift and language. Not by name in a clinical column. By the unit the CHRO already manages.

The employer sees uptake the way a factory sees output: counts, rates, trends. The employer does not see the sentence the operator spoke into a voice note.

What the employer never sees

Journal text. Voice-note audio. Coach transcripts. Individual feeling labels attached to a payroll number. Anything that would let a supervisor reconstruct a private hour.

This is the opposite of an EAP report that lists “cases” and frightens the very people you hoped would come. EmotionApp does not diagnose, treat or offer therapy, and the dashboard is built so that nobody can pretend it does.

A packer in Chakan records a voice note after a hard shift. Her supervisor sees one more rep on the site count, never the note. Entrepreneurship would call it not reading your customer’s diary because you sold them a notebook. The scoreboard is public. The content is not.

Data sits in India. The platform is built to DPDP. Quality systems sit under ISO 9001 and ISO 13485. Those are operating constraints, not marketing badges. A CHRO of a multinational plant already has to answer where the data lives. Answer it before the first pilot.

07

Implementation

Ninety days is long enough to see whether language was the stall: is the Nashik night shift doing its reps in Marathi, or not? It is short enough that nobody can hide behind a “culture-change roadmap”.

Week	Owner	Action	Metric
1	CHRO + plant HR	Pick one site, one language of the floor, one shift pattern. Write the English Ceiling in one sentence for that site.	Site chosen; language named; headcount in scope
2	HR + vendor	Map current benefit to the localisation ladder. Record the level in writing.	Ladder score 1–5
2	Legal / DPO	Confirm India-resident data, DPDP role, retention, who can see the dashboard.	Written data map
3	Site leadership	Brief supervisors in the floor language. Not a forward of an English mail. A five-minute stand-up.	% of supervisors briefed
3–4	Communications	Launch on WhatsApp in the mother tongue. One rep as the invite, not a PDF policy.	Invite open rate; first-rep count
4–6	Employees	Daily reps live. Voice notes on. English available for those who want it; not required for those who do not.	Weekly active; language mix of reps
6	HRBP	First dashboard review: reps, streaks, vocabulary breadth, participation by shift. No individual content.	Review held; actions listed
7–8	Coach team	Bilingual hand-off live for the people who ask. Time-to-human measured.	Hand-off volume; wait time
8	CHRO	Compare participation below the English Ceiling with the last English-only campaign.	Participation ratio vs prior campaign
9–10	Site + vendor	Fix the two biggest drop-off points. Usually: wrong language on day one, or a keyboard when voice was needed.	Drop-off between invite and third rep
11–12	CHRO	Decide scale / hold / kill. Scale only if Level 4 or 5 is real and the floor is using it.	Go / no-go note to the board
12	Finance + HR	Cost per weekly-active user in the target language, not cost per eligible head.	Unit cost on the users who came

The metric that matters in week 8 is not “likes the app”. It is whether the packer who walked past the English EAP poster for months now sends a voice-note rep in Tamil after her shift. If she does not, you did not localise. You translated the poster.

08

One-page checklist the reader can run this week

Print this. Walk it through procurement and the plant head on the same afternoon.

1. What share of this site's workforce would name English as the language of the house? If you do not know, you are already above the English Ceiling looking down.
1. In which language do safety briefings actually land — the official one, or the one supervisors switch to after the slide deck?
2. Where does your current wellbeing vendor sit on the localisation ladder (1–5)? Write the number. Do not write “multilingual”.
3. Can an operator complete one practice on WhatsApp, in voice, in the floor language, without creating an email account?
4. Does the programme use native emotion words, or a translated English wheel?
5. Is there a proverb or story layer that a 45-year-old line lead would recognise as his own?
6. What four numbers will the employer see in month one (reps, streaks, vocabulary breadth, participation)?
7. What will the employer never see? Get that in the contract.
8. Where does the data sit, who is the DPDP fiduciary, and which ISO system governs the process?
9. Who owns the week-8 comparison with the last English-only campaign — and what result would make you stop?

If you cannot answer 1, 3, 4 and 7 by Friday, the benefit is still a head-office product.

09

FAQ

Q1 We already translated the app into Hindi. Why is uptake still a tenth of headcount?

Because 10.6 per cent of Indians reported English as a first, second or third language in the 2011 Census, and a translated interface still coaches in English categories. Uptake at one-tenth of headcount is the Ceiling, not a communications problem.

Q2 How is this different from the EAP we already pay for?

EAPs are used by a thin, usually English-comfortable layer. EmotionApp counts 90-second daily reps in 23 languages on WhatsApp. You see participation and streaks. You never see the conversation.

Q3 Will this work for a plant where most people stopped school at Class 10?

Yes. 90.2 per cent of the workforce has secondary education or less. Voice notes and mother-tongue prompts do not require an English form or a long article.

Q4 Is cultural adaptation actually worth the procurement fuss?

Hall and colleagues (2016) found culturally adapted programmes beat unadapted versions of the same programme by $g = 0.52$ across 78 studies and 13,998 people. That is a medium effect, not a branding preference.

Q5 What if someone is in crisis?

EmotionApp is non-clinical coaching. It does not diagnose, treat or offer therapy. Put Tele-MANAS 14416 on every shift poster. The number is free, 24 hours, and works across Indian languages.

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Dr Atul Aswani is a Mumbai Psychiatrist and trained as a Results Coach. He trained at Seth G.S. Medical College (MBBS) and the College of Physicians & Surgeons (DPM). He builds EmotionApp, a non-clinical emotional-fitness platform for Indian professionals, under Tranquilo Meditek Sytems Private Limited. His work sits at the legal boundary: coaching and daily reps, not a clinic.

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NOTE

EmotionApp is a non-clinical emotional-fitness coaching platform. This paper describes practices, techniques and coaching. It is not therapy, treatment, diagnosis or medical advice.

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